
Manchester Police Department **Strategic Plan**

2024-2029



A strategic blueprint for policing excellence

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Introduction

Over the past year, our police department has engaged in a comprehensive and inclusive strategic planning process with the objective of setting a clear and sustainable path toward a successful future. This process was designed to incorporate the valuable perspectives of our officers, professional staff, supervisors, and command staff, ensuring that the voices of our internal stakeholders were heard and accounted for in shaping the future of our organization.

Key to our approach was fostering a culture of inclusion and participation. Our strategic planning workshops served as platforms for open dialogue, idea sharing, and collaborative problem-solving, allowing our team members at every level to contribute to the development of our strategic priorities and initiatives. We recognize that the success of our department hinges on the collective effort and commitment of our entire workforce, and this process has helped strengthen our internal cohesion and sense of purpose.

Embracing a future of excellence, our police department will strive to ensure robust public safety and foster internal growth.

Parallel to our internal engagement efforts, we have placed a significant emphasis on seeking and incorporating public input. Our Community Advisory Board played a vital role in this process, providing critical insights and feedback that have been instrumental in ensuring that our strategic plan is aligned with the needs and expectations of the community we serve. This community-centric approach reflects our unwavering commitment to public safety and our responsibility as stewards of community trust and well-being.

The culmination of this year-long effort is a strategic plan that is both ambitious and attainable, grounded in the realities of our present circumstances while aspiring toward a future of growth, excellence, and unwavering public service. Our plan lays out clear strategies and objectives that are designed to enhance our operational effectiveness, foster professional development and well-being among our personnel, and strengthen our connections with the community.

As we move forward, our police department stands united and resolute in our commitment to implementing this strategic plan, aware of the challenges that lie ahead but bolstered by the knowledge that we have the collective will, expertise, and community support to achieve our goals. This plan is not just a roadmap for the future; it is a testament to our shared values, our dedication to public service, and our unwavering commitment to ensuring the safety and well-being of our community. We are poised for success, and we are ready to meet the future with confidence and resolve.

The Process

In early 2023, the Manchester Police Department (MPD) embarked on an extensive strategic planning process, designed to encompass comprehensive feedback from both internal and external stakeholders. The process was initiated with a series of 12 workshops for sworn and professional staff, aimed at capturing valuable insights into the department's pressing issues, strengths, and areas needing enhancement.

Building upon the foundational knowledge acquired, we proceeded with additional workshops exclusively for first-line supervisors, leveraging the collected data to facilitate their discussions and contribute to the evolving strategic narrative. This stage served as a vital link between the initial feedback and the subsequent phases of our planning process.

MPD next engaged in meaningful dialogues with a variety of community partners, other city departments, and law enforcement collaborators. The feedback obtained during these interactions was analyzed, ensuring that every piece of information was utilized to its fullest potential.



A pivotal component of our community engagement was the active involvement of the Community Advisory Board. This body played a crucial role in identifying top public safety priorities for the department, providing invaluable feedback that was instrumental in shaping the direction of our strategic plan. Concurrently, we deployed our community feedback tool, PowerEngage, to gather a wide spectrum of perspectives from over 700 respondents. This process allowed us to tap into the community's sentiments, capturing positive, negative, and constructive feedback.



The Process

In tandem with these community engagement efforts, MPD conducted a rigorous internal and external scan. This scan delved deep into critical data sets, including crime rates, staffing levels, as well as social and demographic trends, providing a 360-degree view of the operational landscape. The insights gleaned from this scan were then used to inform a comprehensive day-long strategic planning session, attended by command staff and lieutenants.

This culmination event saw these leaders come together, using a wealth of information and insights, to develop the full strategic plan. The session was characterized by strategic deliberation, data-driven decision-making, and a shared commitment to charting a course towards excellence, safety, and community partnership for MPD.

In summary, MPD's strategic planning process exemplified a robust, inclusive, and data-driven approach, ensuring the alignment of internal perspectives with community needs and expectations. This process has set a strong foundation for the department's future, ensuring readiness to address contemporary challenges while fostering a culture of continuous improvement and community engagement.



Mission, Vision, and Core Values

Mission:

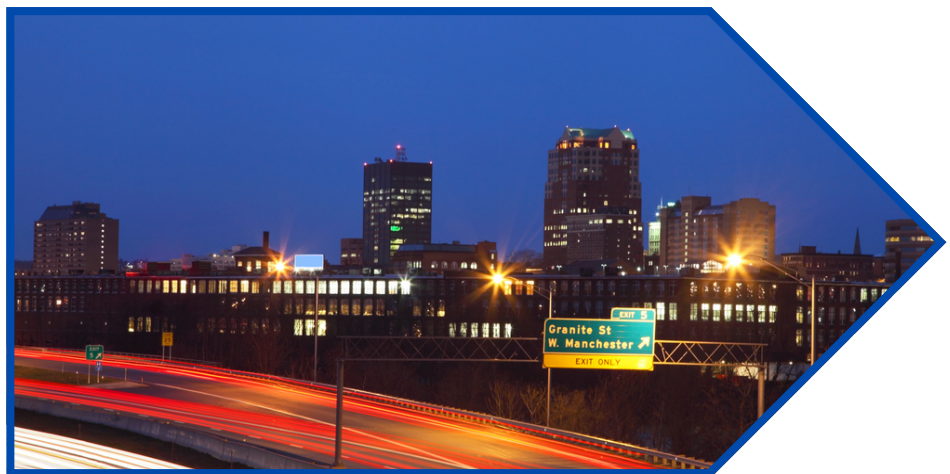
The mission of the Manchester Police Department is to provide a safe and tranquil environment in our city through professionalism and dedication while building and maintaining an active partnership with the community we serve.

Vision:

Our vision is to create a safer community through professional law enforcement practices, fostering strong partnerships, and actively engaging with our community to ensure trust, security, and wellbeing for all.

Core Values:

- Professionalism
- Integrity
- Teamwork
- Accountability
- Respect
- Consistency
- Compassion



SWOT Analysis

A SWOT analysis is a strategic planning tool that stands for Strengths, Weaknesses, Opportunities, and Threats, enabling organizations to assess their internal and external environments. Conducting a SWOT analysis is crucial as it provides a comprehensive overview, helping leaders make informed decisions, capitalize on strengths, address weaknesses, seize opportunities, and mitigate threats. This holistic approach ensures a robust strategy, enhancing the organization's resilience, competitiveness, and readiness to navigate both current challenges and future uncertainties.

Strengths	<ul style="list-style-type: none">• Leadership• Training• Equipment
Weaknesses	<ul style="list-style-type: none">• Staffing• Forcing• Recruitment and Retention
Opportunities:	<ul style="list-style-type: none">• Grow Social Media Presence• Evaluate Resource Allocation• Change incentive structure to develop greater community engagement.• Hire qualified part-time positions to assist with staffing.
Threats	<ul style="list-style-type: none">• Community perceptions of increased crime in Manchester• Continued staffing challenges• Drop in recruitment and retention• Employee wellness

Strategic Goals

Using the SWOT Analysis, the following strategic goals were developed, which follow the mission, vision, and core values.

1

Achieve meaningful reductions in crime through data-driven evidence-based approaches and strengthening police fundamentals.

2

Improve staffing through innovative means

3

Invest in sustained, high-quality training and leadership development for our employees

4

Prioritize staffing and resources for all divisions within the agency.

5

Leverage social media communications

6

Prioritize positive community engagement across the department on a divisional, unit, and individual level.

7

Leverage technology to be more efficient

Objectives

Strategic Goal 1: Achieve meaningful reductions in crime through data-driven evidence-based approaches and strengthening basic police fundamentals.

#	Objective	Completed By:	As Measured By:	Assigned To:
1.1	Develop an interactive crime data dashboard that visualizes real-time crime statistics and trends.	3/2024	Continuous progress on dashboard development with monthly project completion reports.	Chief of Staff
1.2	Train all supervisors in advanced problem-solving techniques, focusing on data interpretation and response.	12/2024	Monthly reporting on total percentage of supervisors trained.	Chief of Staff
1.3	Implement a regular (monthly or bi-weekly) CompStat meeting where top leadership reviews crime statistics, discusses emerging patterns, and strategic responses.	5/2024	Total number of meetings. Survey tools to assess meeting effectiveness.	Chief and Assistant Chief
1.4	Collaborate with two external research institutions for studies on local policing issues and potential interventions.	12/2024	Established connections with partners. Identification of research topics. Initiation of studies.	Chief of Staff
1.5	Adopt and implement three evidence-based practices that have been proven to reduce crime and disorder each year.	Each Year	Following an evidence-based methodology and tracking progress of each step.	Chief of Staff & Patrol Lieutenants

Strategic Goal 2: Improve staffing through innovative means.

#	Objective	Completed By:	As Measured By:	Assigned To:
2.1	Conduct a job task analysis to identify areas where professional staff can better assist sworn personnel	1/2025	<ul style="list-style-type: none"> -Completion of needs assessment. -Tracking professional staff hiring. -Track decrease in administrative tasks conducted by sworn personnel and Dispatchers 	Divisional Captains
2.2	Explore and if feasible, establish part-time positions to assist with staffing	12/2026	<ul style="list-style-type: none"> -Work collaboratively with collective bargaining units. -Total number of part-time employees hired. 	Training / Admin Division
2.3	Initiate recruitment drives in 10 major colleges and universities to attract new graduates.	Year 1-5	<ul style="list-style-type: none"> -Conduct assessment on colleges to target. -engage with at least 500 students across all institutions. 	Training
2.4	Develop a recruitment and marketing strategy to target a wider audience using digital channels.	Year 1-5	<ul style="list-style-type: none"> -Create a new recruitment strategy that identifies a strategic marketing funnel to attract applicants. -Track reach and increased applications. 	Training
2.5	Over 5 years, hire 115 police officers (23 per year) to account for attrition AND near the authorized compliment.	Year 1-5	Monthly tracking of hiring and attrition trends.	Training / Admin Division

Strategic Goal 3: Invest in sustained, high-quality training and leadership development for our employees

#	Objective	Completed By:	As Measured By:	Assigned To:
3.1	Implement a standardized training regimen, for every newly promoted leader	All Years	-Percent of new leaders who have completed trainings to full achievement by January 2025. -Tracking of Lts who have completed trainings to full achievement.	Training / Divisional Captains
3.2	Develop a Master Patrol Officer Program to recognize and further train exemplary patrol officers, preparing them for leadership roles.	Year 2-3	-Percent completion of program development, reported monthly. -Graduate at least 15 officers into the program in inaugural year.	Patrol Captain & MPPA
3.3	Create leadership development plans for potential future leaders, considering their unique strengths and growth areas.	Year 2	-Completed leadership program guidelines. -Implementation of program. -Number of officers / leaders enrolled in the program.	Training Director
3.4	Identify and Provide opportunities for at least 50% of department Sgts and Lt's to attend external leadership conferences or workshops annually.	Year 1-5	-Monthly tracking of number of leaders who have attended external leadership training.	Training

Strategic Goal 4: Prioritize staffing and resources for all divisions within the department.

#	Objective	Completed By:	As Measured By:	Assigned To:
4.1	Conduct an analysis to determine the adequacy and efficiency of resources allocated to patrol (including patrol boundary analysis).	12/2025	-Percent completion of analysis, reported monthly.	Crime analysis, Administrative Division.
4.2	Use patrol resource analysis to review and optimize patrol shifts to ensure the best coverage for public safety and provide better quality of life for officers.	12/2025	-Identification of three possible shift schedules. -Number of planning meetings. -Number of changes implemented.	Patrol Division, Command Staff, MPPA
4.3	Develop clear performance metrics for all officers to evaluate and enhance their effectiveness. This will include metrics aligned with crime prevention goals.	6/2025	-Updates from performance metrics committee. -Submitted recommendation. -Creation of data dashboard to track metrics.	All Divisions, Accreditation Manager, Crime Analysis.
4.4	Develop a structured mentorship program where experienced officers are paired with newer officers to help guide and mentor.	12/2025	-6-10 pairings within the first six months of program. -Assess program through feedback.	Patrol Captain, Training Director, Mental Health and Wellness Officer.

Strategic Goal 5: Leverage social media communications to better engage and inform the public.

#	Objective	Completed By:	As Measured By:	Assigned To:
5.1	Develop a communications plan outlining a strategic approach to communications from MPD.	2024	-Communications plan completion percentage. -Measurement of metrics developed from the plan	Assistant Chief, Chief of Staff, PIO
5.2	Track social media engagement metrics to best understand efforts.	Years 1-5	-Metrics reported monthly	PIO
5.3	Provide ongoing training for communications team and staff on the latest social media trends and tools.	Years 1-5	-Total number of trainings, reported monthly.	Assistant Chief, PIO



Strategic Goal 6: Prioritize positive community engagement across the department on a divisional, unit, and individual level.

#	Objective	Completed By:	As Measured By:	Assigned To:
6.1	Expand the “Officer of the Month” program to include awards specifically for outstanding community engagement.	Years 1-5	At least one officer every month/quarter is recognized for their positive community engagement.	Divisional Captains PIO
6.2	Assign Route Officers to community meetings. Identify community meetings and events and assign route officers to attend.	Years 1-5	Achieve at least one route officer on day shift and 4-12 shift attending an event per month.	Patrol Division Community Affairs Division
6.3	Better leverage PowerEngage to assess community engagement and identify areas of improvement	12/2024	-Completion of enhanced PowerEngage training to leverage the tool. -PowerEngage metrics, reported monthly.	Administrative Division Patrol Division
6.4	Inclusion of PowerEngage metrics during regular CompStat meetings.	Years 1-5	90% of all CompStat meetings include discussion on community engagement metrics.	Crime Analysis Chief of Staff

Strategic Goal 7: Leverage technology to be more efficient.

#	Objective	Completed By:	As Measured By:	Assigned To:
7.1	Explore technology that integrates with CAD and RMS to assist with the efficiency of report writing for officers.	12/2025	-Completion of feasibility analysis. -Project completion, reported monthly.	Admin Division
7.2	Develop a Real Time Crime Center (RTCC) to fully leverage Fusus and ShotSpotter.	Years 1-5	-Number of successful assists. -Survey feedback. -Assessment of technology tools.	Crime Analysis / Chief of Staff
7.3	Add four additional drone pilots and four drones to the fleet to expand coverage and availability for real-time application.	12/2025	-Total number of drone pilots. -Total number of Drones. -Total number of deployments. -Total number of mission success	Drone Unit Supervisors. Patrol Division. Crime Analysis
7.4	Full implementation of e-ticket, e-crash, and e-complaint. Replacement of MDTs and printers to assist.	12/2025	-Project completion percentage, reported monthly. -Implementation percentage, reported monthly.	Admin Division, Chief of Staff
7.5	Explore new CAD and RMS.	12/2028	-Research phase completion percentage. -Identification of new CAD/RMS	Admin Division

Implementation Plan

To fully implement this strategic plan and achieve each objective, monthly divisional meetings will include reports on assigned objectives. Additionally, progress on each objective will be documented within a shared document, which will provide visual and narrative descriptions of achievements.



Divisional meeting updates



Ongoing measurement of objectives



Community updates



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